Appendix H

Survey Results

Introduction

A survey was developed to collect data on local emergency management programs as well as data from city members of joint local organizations or with contracted emergency management services. Three versions of the survey were used:

1) A version for counties and cities with responsibility for emergency management organizations,

2) A second version for tribal programs, and

3) A shorter version for city members of joint local programs, or that contract with their county for emergency management services.

The three versions of the survey are included in Appendices I, J and K.

During April and May 2004, surveys were distributed to all 39 counties, 281 cities and the 29 federally recognized tribes in Washington State. The project team increased total response rates by following up with emails, telephone calls and in some cases personal visits.

All 39 counties responded to the 2004 survey. The counties are responsible for providing emergency management services to 66 percent of Washington's population of 6.1 million[1]. Responses were received from 53 of 87 cities responsible for providing emergency management programs, representing an additional 28 percent of Washington's population, and 128 of 194 city members of joint local organizations. The seven city members of the Emergency Services Coordinating Agency (ESCA) all responded to the survey. Ten of the 29 federally recognized tribes responded to the survey, representing 53 percent of Washington residents on tribal lands. A list of responding jurisdictions is included in Appendix G.

Out of a total of 281 cities statewide, 100 cities did not respond. Thirty-four of those cities are responsible for providing emergency management programs, and 66 of them are city members of joint local organizations. Eighty cities not responding have a population of 5,000 or under.

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[1] Non-tribal population statistics based upon estimated 2003 population figures from the Washington State Office of Financial Management (OFM). Tribal population statistics based upon 2000 U.S. Census conducted by the Department of Commerce, Bureau of the Census.

Data Methodology and Summary Findings

The survey focused on eight key functions of emergency management as illustrated in Figure H-1.
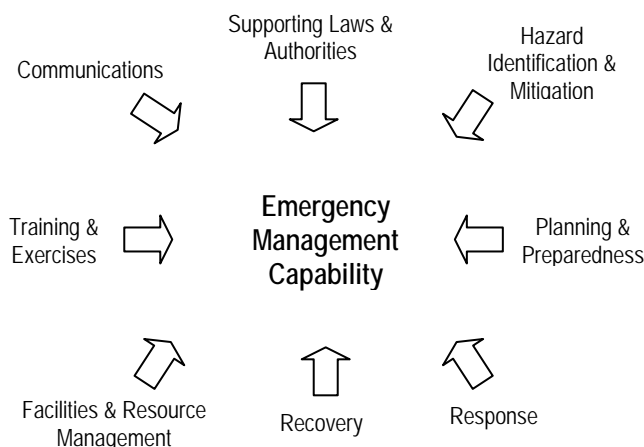
The mission of the Task Force was to take a snapshot of the state of emergency management in Washington, not to rate or grade individual programs and efforts. Toward that end, the team adopted the following approach to interpreting the survey data, looking for statewide trends.

Baseline capabilities were determined to be a local program's ability to provide or perform the tasks related to the eight functions in Figure H-1 above. To measure baseline capabilities respondents were asked to respond to a collection of questions designed to provide an overall picture of capabilities in each of these functions.

1. For each required element or task on the questionnaire that asked for a "Yes," "No," or "Don't know" response, the number of responses in each category for all jurisdictions was totaled. The percentage of respondents answering "Yes" to each question was determined.

2. A positive indicator of 75 percent, or three out of every four required elements or tasks was established as the baseline capability.

3. For each required element or task on the questionnaire that asked for a qualitative assessment rating from 1 to 5, the number of responses in each category for all jurisdictions was totaled.

4. The number 3 indicating "effective," "adequate," "sufficient," or "capable," was established as the target signifying that on average required statewide capabilities in that functional area are being met.

Using the survey results and this interpretation of the data, the overall readiness of the statewide system of emergency management can be summarized as *less than capable* as illustrated in Figure H-2. The average percentage of YES responses to YES/NO capability measures for all questions and all respondents was 67 percent. The average assessment rating of qualitative capability measures (1 to 5 questions) for all questions and all respondents was 2.8.

Figure H-2

**Overall Readiness of the
Statewide System of Emergency Management
As Summarized from Survey Data**

More than Capable

Capable
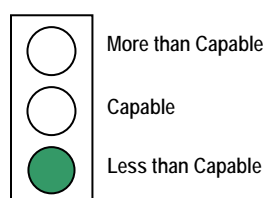
Less than Capable

In the following sections of this appendix, statewide capability in the eight key functional areas is summarized using this graphic, indicating "more than capable," "capable," or "less than capable."

Figure H-3 on the following page breaks down this overall readiness assessment and summarizes total survey responses by the eight key functions of emergency management, and by the type of capability measure (YES/NO category of questions, or qualitative category of 1 to 5-type questions).

Average Emergency Management Capabilities

Functions

Average Percentage of YES responses to YES/NO Capability Measures

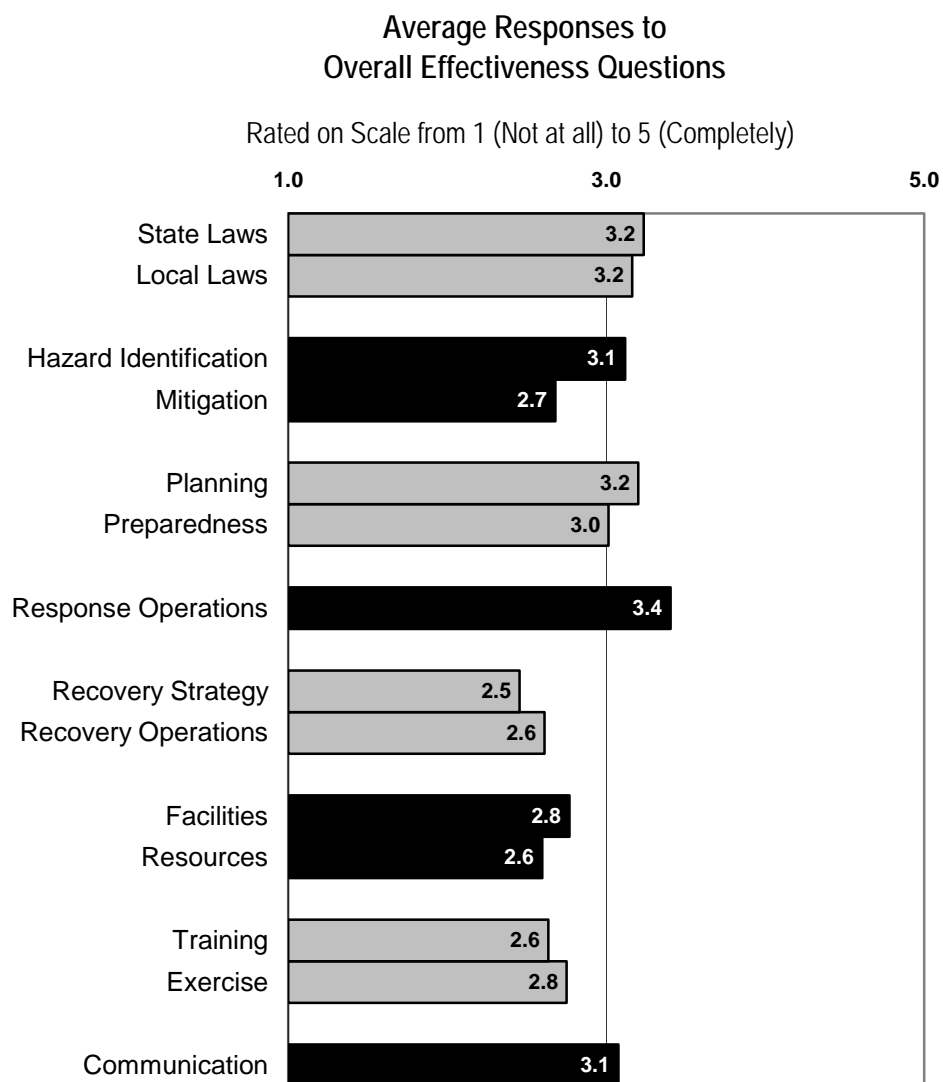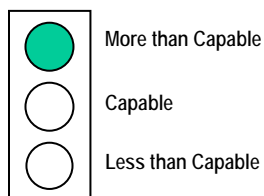| Function	Percentage
Laws & Authorities	84%
Hazard Identification & Mitigation	76%
Planning & Preparedness	77%
Response Operations	73%
Recovery Operations	57%
Facilities & Resource Management	61%
Training & Exercise	54%
Communication	63%

Average Assessment Rating of Qualitative Capability Measures

Function	Rating
Laws & Authorities	3.1
Hazard Identification & Mitigation	2.6
Planning & Preparedness	2.8
Response Operations	3.0
Recovery Operations	2.6
Facilities & Resource Management	2.3
Training & Exercise	2.6
Communication	3.0

1.0 — Not at all Effective   3.0   5.0 — Completely Effective

Each of the survey sections included one or two questions asking for the respondent's overall opinion on an aspect the function covered in that section. The responses were subjective but, given their scope, are useful for creating a broad picture of how well respondents feel local programs are meeting their emergency management responsibilities, and how the statewide system is doing overall. For the text of individual questions please see the questionnaires in Appendices I and J. The average of those responses is shown below in Figure H-4.

Figure H-4

Average Responses to
Overall Effectiveness Questions

Rated on Scale from 1 (Not at all) to 5 (Completely)

	1.0	3.0	5.0
State Laws		3.2	
Local Laws		3.2	
Hazard Identification		3.1	
Mitigation		2.7	
Planning		3.2	
Preparedness		3.0	
Response Operations		3.4	
Recovery Strategy		2.5	
Recovery Operations		2.6	
Facilities		2.8	
Resources		2.6	
Training		2.6	
Exercise		2.8	
Communication		3.1	

Laws and Authorities

More than Capable

Capable

Less than Capable

Most local programs report that state and local laws adequately support local emergency management, establishing legal authority and defining responsibilities and emergency powers and authorities.

Emergency management in Washington State is authorized in part by the laws contained in Chapter 38.52 of the Revised Code of Washington (RCW), included in part in Appendix D. State criteria for emergency management funds, workers, organizations, services and plans, and disaster recovery are outlined in Title 118 of the Washington Administrative Code (WAC), included in part in Appendix E.

Eighty-four (84) percent of responding emergency management programs (county, city and tribal) report having a local ordinance or resolution establishing their emergency management organization, according to WAC 118-30-050. Sixty-four (64) percent of cities contracting with their county for emergency management services report having an ordinance or resolution establishing the joint organization or contract services. Twenty-two (22) of the 29 cities without ordinances or resolutions have a population of 5,000 or under.

Eighty-five (85) percent of responding jurisdictions report having appointed an emergency management director, according to state requirements in RCW 38.52.070. Seven of the eight cities without appointed directors are cities with a population of 5,000 or under.

Over 86 percent of responding cities and counties report having a local ordinance or resolution establishing legal authorities for declaring a state of emergency or disaster. Eight (8) cities, of the nine (9) reporting no legal authorities for declaring a state of emergency or disaster, are cities with a population of 5,000 or under.
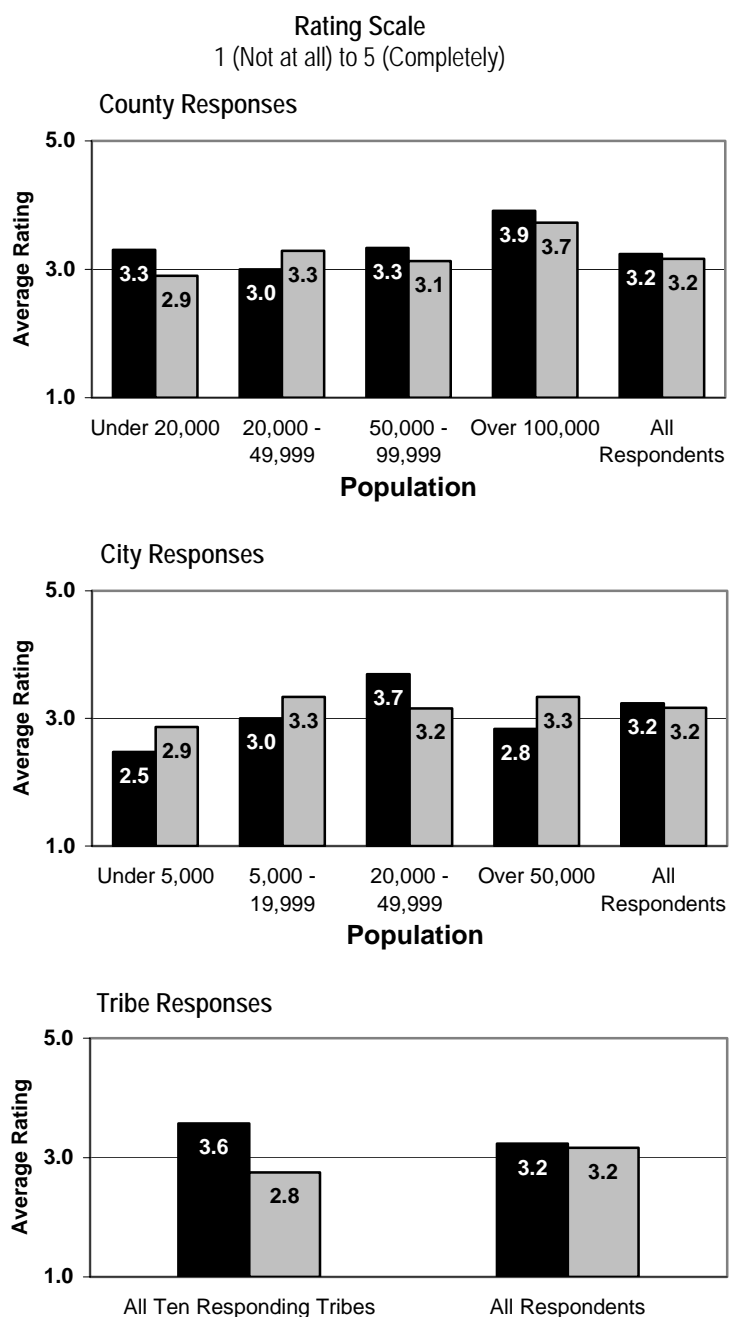
Overall Ratings
Respondents were asked to rate on a scale from 1 to 5 how adequately state and local laws support effective emergency management. Overall, local emergency programs report that existing state and local laws adequately support emergency management in Washington State, as illustrated in Figure H-5 below.

Laws and Authorities

■ Overall, how adequately do Washington STATE laws and authorities support effective emergency management mitigation, preparedness, response and recovery in your jurisdiction?

▢ Overall, how adequately do your LOCAL laws and authorities support effective emergency management mitigation, preparedness, response and recovery in your jurisdiction?

Rating Scale
1 (Not at all) to 5 (Completely)

County Responses

Population	State	Local
Under 20,000	3.3	2.9
20,000 - 49,999	3.0	3.3
50,000 - 99,999	3.3	3.1
Over 100,000	3.9	3.7
All Respondents	3.2	3.2

City Responses

Population	State	Local
Under 5,000	2.5	2.9
5,000 - 19,999	3.0	3.3
20,000 - 49,999	3.7	3.2
Over 50,000	2.8	3.3
All Respondents	3.2	3.2

Tribe Responses

	State	Local
All Ten Responding Tribes	3.6	2.8
All Respondents	3.2	3.2

<u>Cities Included in County or Joint Local Organizations</u>
Sixty-one (61) percent of cities participating in joint local emergency management organizations report having an ordinance or resolution in accordance with WAC 118-30-050, establishing such an organization. Of these cities, 41 percent report they have submitted the ordinance or resolution, as required by state law, to the state director of emergency management.

Cities that are part of a joint local organization report that state laws "adequately" (3.0 out of a possible 5) support emergency management mitigation, preparedness, response and recovery. They rate their local laws as "slightly more than adequate" (3.3).
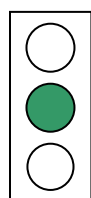
More than Capable

Capable

Less than Capable

Hazard Identification and Mitigation

Overall, local emergency management programs are much more capable of identifying hazards and vulnerabilities than mitigating for them.

Eighty-one (81) of 95 reporting jurisdictions—representing 94 percent of Washington's population--report having completed, or participated in completing a local Hazard Identification and Vulnerability Assessment (HIVA). These jurisdictions rated the extent of their structural inventory vulnerability data collection and incorporation of hazard and standards into a mitigation strategy 60 percent higher than those having not completed, or participated in completing a local HIVA.

Overall Ratings

Respondents were asked to rate on a scale from 1 to 5, the overall effectiveness of their jurisdiction's identification and assessment of all hazards, and its mitigation activities. On average, cities, counties, and tribes rated their ability to identify and assess all hazards as "effective" (3.1). Cities, counties, and tribes rated their mitigation activities less effective (2.6). Variance of these results can be observed when correlated by type and size of jurisdiction. These results are illustrated in Figure H-6.

Hazard Identification and Mitigation

■ Overall, how would you rate the effectiveness of your jurisdiction's identification and assessment of all hazards?

▨ Overall, how would you rate the effectiveness of your jurisdiction's MITIGATION activities?
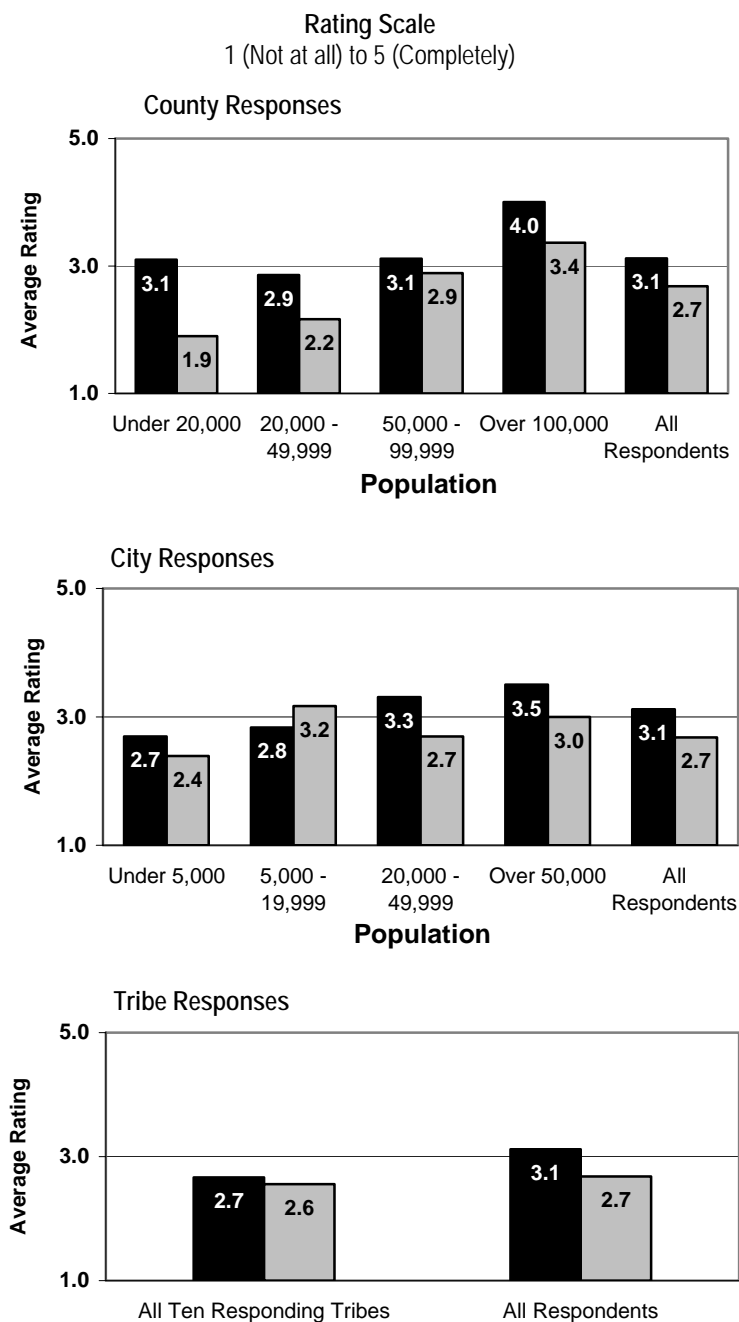
Rating Scale
1 (Not at all) to 5 (Completely)

County Responses

City Responses

Tribe Responses

Cities Included in County or Joint Local Organizations
Sixty-six (66) percent of responding cities included in joint local organizations report participation in their organization's hazard identification and vulnerability assessment process. Sixty-seven (67) percent report having reviewed identified local hazards and vulnerabilities within the last two years. Sixty-one (61) percent of responding cities report participation in their county's mitigation process. At least three in four of those cities responding to each of these questions in the negative were cities with a population of 5,000 or under.

On average, cities included in joint local organizations report that their hazards are "more than adequately" (3.4 out of a possible 5.0) identified, assessed and mitigated by their county or joint organization. Cities included in joint local organizations that report higher levels of communication with their counties, and more participation in a joint hazard identification and mitigation process also report being more satisfied with local hazard identification and mitigation more often than their counterparts with less communication and participation with their counties.
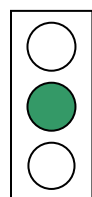
Planning and Preparedness

More than Capable

Capable

Less than Capable

On average, local jurisdictions report feeling adequately prepared for emergencies and disasters given current disaster planning activities.

Comprehensive Emergency Management Planning
Eighty-seven (87) of 101 reporting jurisdictions, responsible for providing emergency management services to 96 percent of the state's population, report having developed an emergency management plan or Comprehensive Emergency Management Plan (CEMP).

Continuity of Government (COG) and Continuity of Operations (COOP)
Over 80 percent of responding jurisdictions report having established procedures for preserving the Continuity of Government (COG), or to provide leadership and preserve order. Of those cities and counties with designated directors or managers who spend less than one-quarter of their time dedicated to emergency management activities, 70 percent report having established COG procedures. Conversely, over 90 percent of those cities and counties with designated directors or managers who spend more than three-quarters of their time dedicated to emergency management report having established COG procedures.

On average, responding jurisdictions report having only "somewhat" (2.4 out of a possible 5.0) developed policies and procedures to provide for ongoing basic services in the event of a disaster (Continuity of Operations).

Mutual Aid
Seventy-nine (79) percent of cities, 87 percent of counties, and 50 percent of tribes responding to the survey report having Mutual Aid Agreements (MAA) or Memoranda of Understanding (MOU) with other jurisdictions.

Collaboration with Partners in Emergency Management
Respondents were asked to what extent their jurisdiction collaborated with other partners in emergency management while developing its emergency management plan. On a scale from 1 to 5, jurisdictions report collaborating to a "moderate" extent (3.0) during their planning processes. On average, jurisdictions report the most collaboration with law enforcement and fire (3.9) and public works and emergency medical services (3.7). On average jurisdictions report the least collaboration (less than 3.0 out of a possible 5.0) with state agencies (other than the State Emergency Management Division), federal agencies, military support, citizen groups, animal control services, tribes, private organizations, media, and mortuary services.
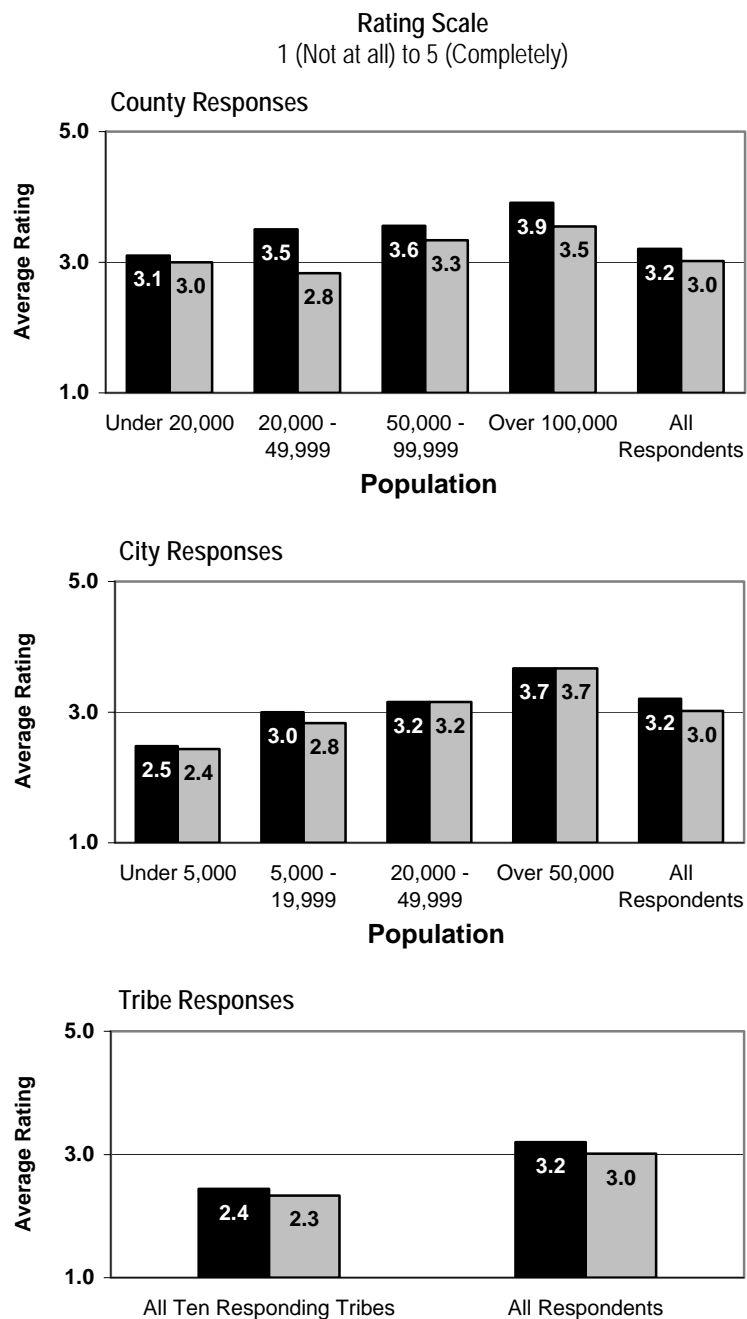
Overall Ratings
Respondents were asked to rate on a scale from 1 to 5 their jurisdiction's overall disaster planning capability, and its overall level of preparedness. On average, jurisdictions rated their disaster planning "capable" (3.1), and reported feeling "prepared" (2.9), as illustrated in Figure H-7.

Planning and Preparedness

■ Overall, how would you rate your jurisdiction's disaster planning capability?

▢ Overall, how would you rate your jurisdiction's level of preparedness?

Rating Scale
1 (Not at all) to 5 (Completely)

County Responses


City Responses

Tribe Responses

<u>Cities Included in County or Joint Local Organizations</u>
On average, cities included in joint local organizations respond being "slightly more than satisfied" (3.3 out of a possible 5.0) with emergency management planning for their city or town.

Seventy-seven (77) percent of responding cities included in joint local organizations reported participating in the updating of their county's Comprehensive Emergency Management Plan (CEMP).

Cities included in joint local organizations that report higher levels of communication with their counties, and more participation in disaster planning also report being more satisfied with local planning and preparedness more often than their counterparts with less communication and participation with their counties.

Response Operations

More than Capable

Capable

Less than Capable
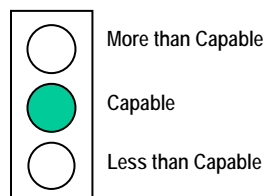
Aided by other local, as well as state and federal partners, local jurisdictions are providing capable disaster response.

<u>Incident Command</u>
Ninety-four (94) percent of responding jurisdictions use an incident command system to respond to disasters. The jurisdictions reporting that no incident command system is used for disaster response all have a population of 5,000 or under.
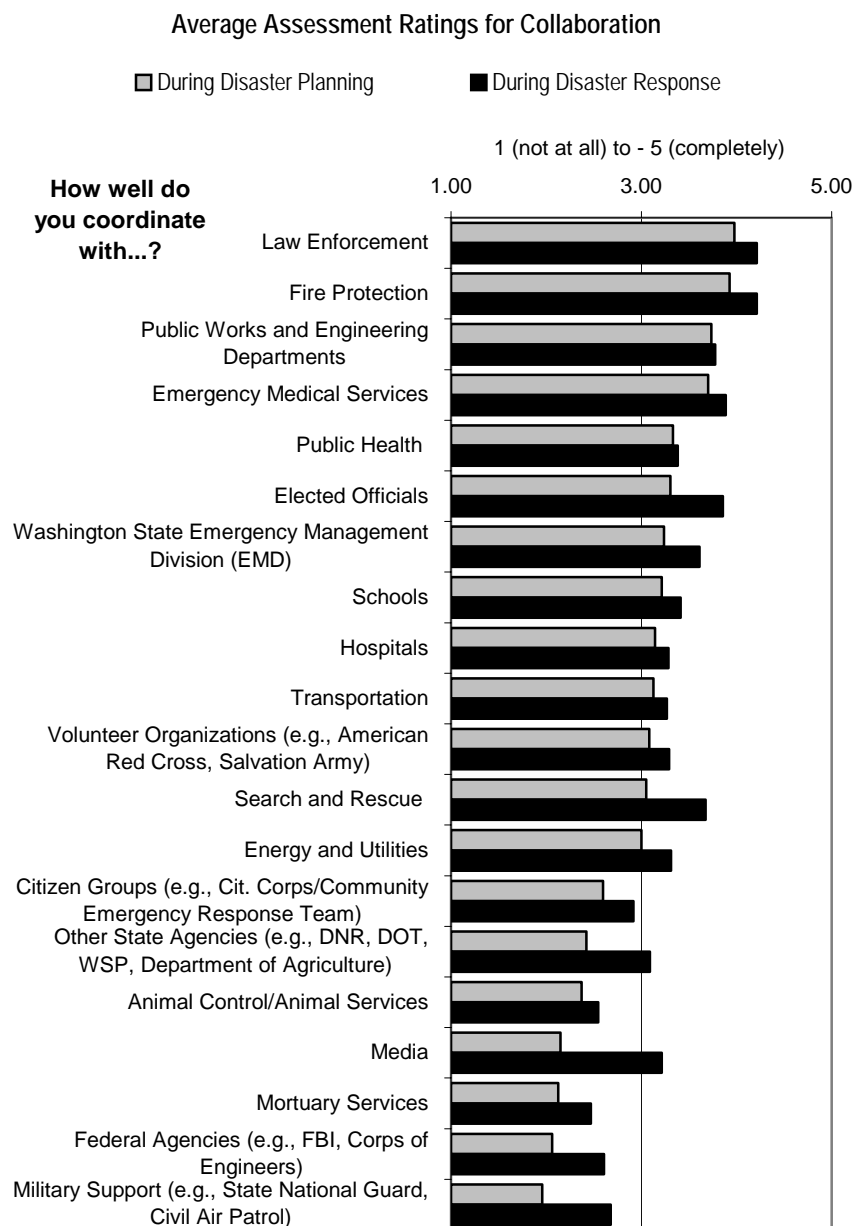
<u>Care for Special Needs Populations</u>
On average, responding jurisdictions report "slightly less than effective" (2.8 out of a possible 5.0) ability to provide necessary care, transportation and shelter to special needs populations during a disaster.

<u>Coordination with Partners in Emergency Management</u>
Respondents were asked how effectively their jurisdiction communicated, coordinated and cooperated with other partners in emergency management during a disaster. On average, cities with populations over 5,000 and counties report "effective" to "very effective" collaboration (3.6 out of a possible 5.0) during their planning processes. Cities under 5,000 report "effective" collaboration (3.0). Tribes report "less than effective" collaboration (2.6). On average jurisdictions report the least collaboration (less than 3.0 out of a possible 5) with federal agencies, military support, animal control services, private organizations, and mortuary services. Similarly, local programs reported little collaboration with these same stakeholders during disaster planning. These results for collaboration during both planning and response are illustrated in Figure H-8 on the following page.

Average Assessment Ratings for Collaboration

☐ During Disaster Planning   ■ During Disaster Response

1 (not at all) to - 5 (completely)

How well do you coordinate with...?

Law Enforcement
Fire Protection
Public Works and Engineering Departments
Emergency Medical Services
Public Health
Elected Officials
Washington State Emergency Management Division (EMD)
Schools
Hospitals
Transportation
Volunteer Organizations (e.g., American Red Cross, Salvation Army)
Search and Rescue
Energy and Utilities
Citizen Groups (e.g., Cit. Corps/Community Emergency Response Team)
Other State Agencies (e.g., DNR, DOT, WSP, Department of Agriculture)
Animal Control/Animal Services
Media
Mortuary Services
Federal Agencies (e.g., FBI, Corps of Engineers)
Military Support (e.g., State National Guard, Civil Air Patrol)

Overall Rating

Respondents were asked to rate on a scale from 1 to 5 the overall effectiveness of their program's disaster response. On average, local jurisdictions rate their disaster response as "more than effective" (3.4).

Cities with populations of less than 5,000 and tribes rate their response capability lower than the average, 2.8 and 2.4 respectively. These average ratings by county, city and tribal population are illustrated in Figure H-9.
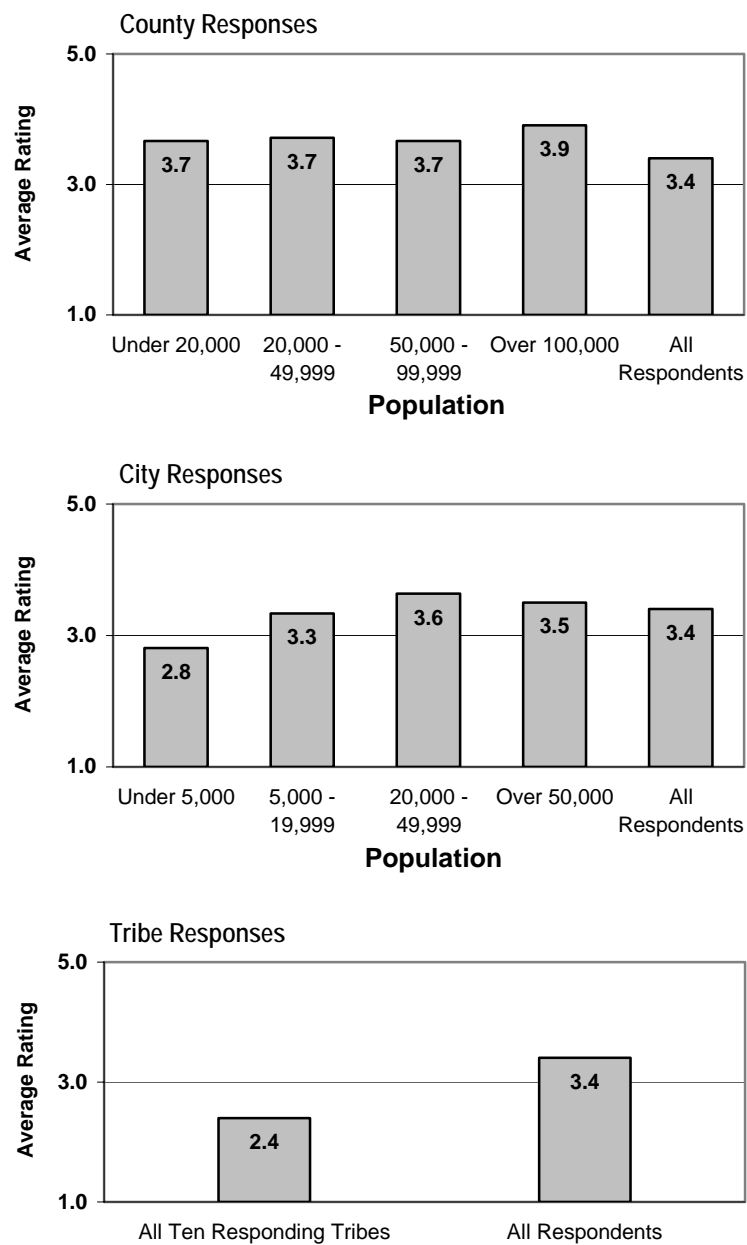
Response Operations

Overall, how would you rate the effectiveness of your jurisdiction's response to local disasters?

Rating Scale
1 (Not at all) to 5 (Completely)

County Responses

City Responses

Tribe Responses

Cities Included in County or Joint Local Organizations

On average, cities included in joint local organizations feel adequately prepared (3.2 on a scale from 1 to 5) to respond to an emergency or disaster.

Eighty-five (85) percent of responding cities included in joint local organizations report having established procedures to communicate with the county during a disaster, and 84 percent report having established procedures to request response aid from the county.

Cities included in joint local organizations that report higher levels of communication with their counties also report higher confidence in local disaster preparedness and response capabilities than their counterparts with less communication and participation with their counties.

Recovery Operations

More than Capable

Capable

Less than Capable
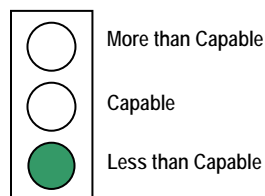
While many local jurisdictions have planned for short term recovery operations, few have performed adequate long-term recovery operations planning.

Eighty (80) percent of reporting jurisdictions have planned for disaster recovery and indicate that their recovery plans include critical recovery tasks and responsibilities. Only 35 percent report that their recovery plans contain long-term recovery strategies addressing sustainability and associated resources.

Jurisdictions are least likely to include in their recovery planning efforts salvage operations (only 52 percent of respondents) and records retrieval and restoration (60 percent of respondents).

Special Needs Populations
Sixty-two (62) percent of cities, counties and tribes with disaster recovery plans have addressed strategies to care for sheltered, evacuated, and other special needs populations.

Overall Ratings
Respondents were asked to rate on a scale from 1 to 5 the effectiveness of their long-term recovery strategies and recovery operations. On average, jurisdictions rate both their long-term recovery strategies and disaster recovery operations as "less than effective" (2.4 and 2.6 respectively), as illustrated in Figure H-10.

Recovery Operations

■ Overall, how would you rate the effectiveness of your jurisdiction's long-term recovery strategies, including sustainability and corresponding resources?

▨ Overall, how would you rate the effectiveness of your jurisdiction's disaster recovery operations?

Rating Scale
1 (Not at all) to 5 (Completely)

County Responses

City Responses

Tribe Responses
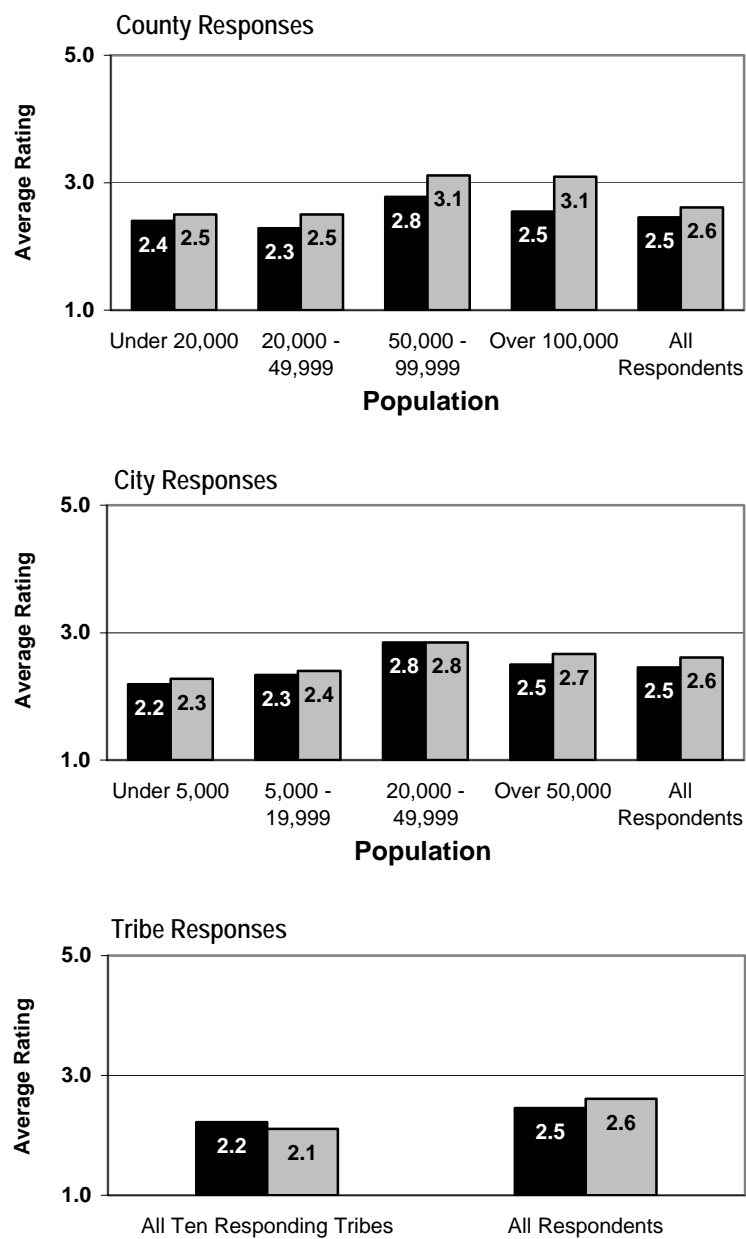
Cities Included in County or Joint Local Programs
On average, cities included in county or joint emergency management programs feel "prepared" (3.1 on a scale from 1 to 5) to recover from an emergency or disaster.

Sixty-six (66) percent of responding cities included in county or joint emergency management programs report having established procedures to request recovery assistance from the county.

Cities included in joint local organizations that report higher levels of communication with their counties also report higher confidence in local recovery capabilities than their counterparts with less communication and participation with their counties.
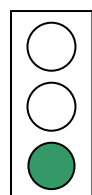
Facilities and Resource Management

More than Capable

Capable

Less than Capable

Many existing local facilities are inadequate to support disaster operations. They do not provide adequate space, equipment, equipment storage, backup systems, security and other needed resources to support response activities during a large or extended disaster.

Emergency Operations Center
Counties and cities over 5,000 in population report that their Emergency Operations Centers (EOC) "sufficiently" (3.3 out of a possible 5.0) support all-hazards response operations. Cities with less than 5,000 population and tribes rate their EOCs lower: only "somewhat sufficient" (1.9 of 5) to support response operations.

Less than one-half (41%) of responding jurisdictions report that their EOC is adequately equipped to support emergency operations, and just over one-half (55%) report having adequate space to support emergency operations. Only two in five jurisdictions report having designed their EOC to withstand local hazards. Sixty-three (63) percent of responding jurisdictions have identified an alternate EOC.

Human Resources and Staffing
Only 52 percent of responding jurisdictions report having key staff members trained on the mitigation and planning assistance available from the State Emergency Management Division, while 71 percent report that key staff members are aware of the procedures to apply for state and federal resources. Sixty-one (61) percent of respondents report having a system in place to manage volunteers.

Equipment for Response to Human-Caused Threats
On average, respondents rate their identification, acquisition, distribution accounting and use of resources such as facilities, personnel, and major items of equipment, as "less than adequate" in addressing natural disasters and in addressing Chemical, Biological, Radiological, Nuclear, and Explosive (CBRNE) hazards.

Responding jurisdictions indicate having "less than sufficient" (2.1 out of a possible 5.0) equipment for responding to Chemical, Biological, Radiological, Nuclear, and Explosive (CBRNE) events. Ratings given by cities under 20,000 (1.7) are significantly lower than those given by larger cities (2.9). Similarly, counties below 100,000 reported an average of 2.1, while counties over 100,000 reported an average of 3.1. Responding tribes report equipment "not at all sufficient" (1.2) to respond to CBRNE events. Reporting jurisdictions are, on average, better equipped with personal protective equipment for hazardous materials (HazMat) responders (2.6).

Responding jurisdictions report having "insufficient" (1.8) pharmaceuticals to respond to a CBRNE incident.

Overall Ratings
Respondents were asked to rate on a scale from 1 to 5 the adequacy of their emergency management facilities and resources. Overall, jurisdictions rate facilities and resources as "less than adequate", as illustrated in Figure H-11.
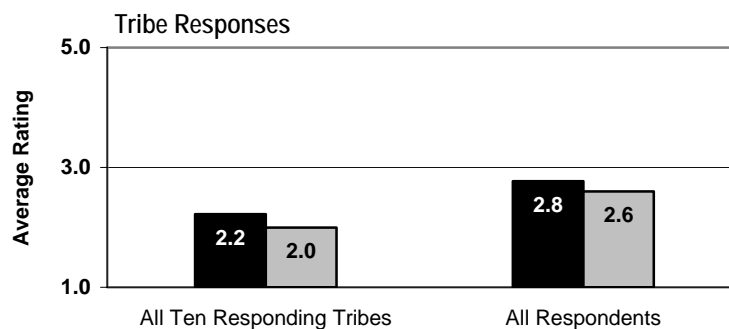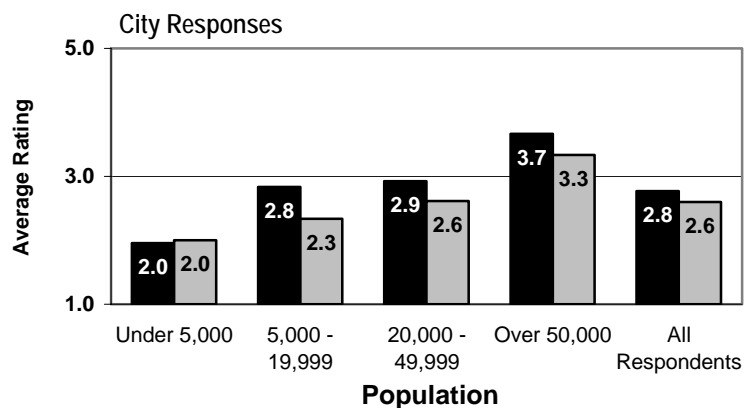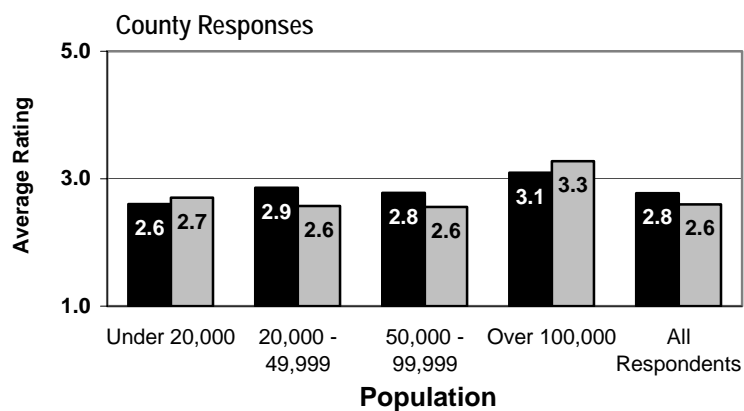
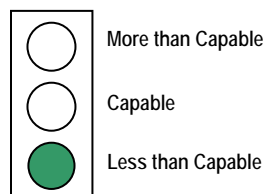## Facilities and Resource Management

■ Overall, how would you rate the adequacy of your jurisdiction's emergency management FACILITIES?

▨ Overall, how would you rate the adequacy of your jurisdiction's emergency management RESOURCES?

Rating Scale
1 (Not at all) to 5 (Completely)

County Responses

City Responses

Tribe Responses

More than Capable

Capable

Less than Capable

Training and Exercise

Responses related to Training and Exercise indicated consistently higher capability for cities over 50,000 and counties over 20,000, than for other jurisdictions.

Training

One-third of all responding jurisdictions report conducting an annual training needs assessment. Sixty-eight (68) percent of counties, 51 percent of cities and 14 percent of tribes reported that all emergency management personnel are trained in their jurisdictions incident command or management system.

When asked, "to what extent does your jurisdiction use available training to train all personnel with emergency management responsibilities?," counties with population greater than 20,000 and cities over 50,000 in population reported a significantly higher rating than smaller counties and cities, and tribes. On a scale from 1 to 5, larger counties and cities reported 3.2, compared to 2.2 reported by tribes and smaller counties and cities.

Exercises

Eighty-eight (88) percent of responding cities over 50,000 and counties over 20,000 report exercising sections of their emergency management or disaster response plan at least annually. Thirty-six (36) percent of the remaining cities, counties and tribes report doing so.

Ninety-one (91) percent of responding cities over 50,000 and counties over 20,000 said they participated in regional exercises. Of the remaining cities, counties and tribes, 57 percent reported participation.
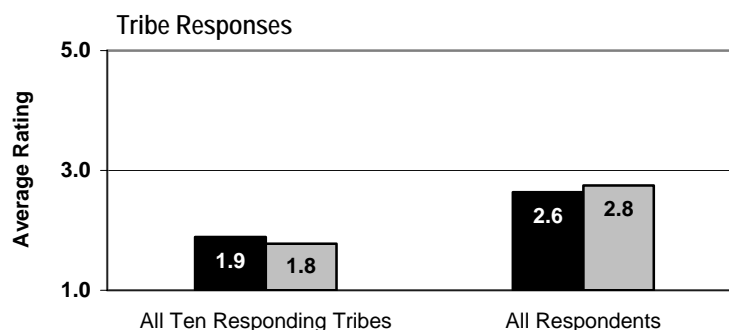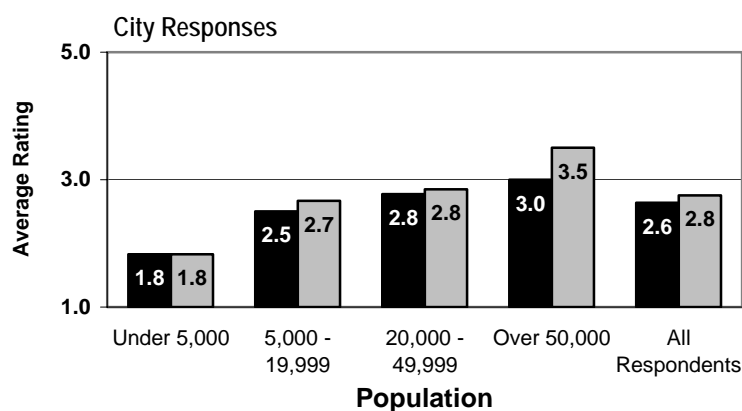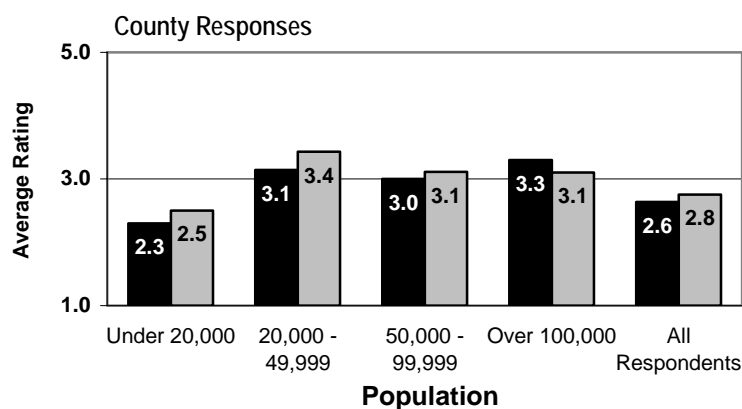
Overall Ratings

Respondents were asked to rate on a scale from 1 to 5 the effectiveness of their training and exercise programs. Overall, jurisdictions rate their training and exercises as "less than effective" (2.5 and 2.6 respectively). The variance across counties, cities and tribes of different populations is illustrated in Figure H-12.

Training and Exercise

■ Overall, how would you rate the effectiveness of the training that your jurisdiction provides?

▢ Overall, how would you rate the effectiveness of the exercise programs in which your jurisdiction participates?

Rating Scale
1 (Not at all) to 5 (Completely)

County Responses

Average Rating (scale 1.0 to 5.0) by Population:
- Under 20,000: 2.3 / 2.5
- 20,000 - 49,999: 3.1 / 3.4
- 50,000 - 99,999: 3.0 / 3.1
- Over 100,000: 3.3 / 3.1
- All Respondents: 2.6 / 2.8

Population

City Responses

Average Rating (scale 1.0 to 5.0) by Population:
- Under 5,000: 1.8 / 1.8
- 5,000 - 19,999: 2.5 / 2.7
- 20,000 - 49,999: 2.8 / 2.8
- Over 50,000: 3.0 / 3.5
- All Respondents: 2.6 / 2.8

Population

Tribe Responses

Average Rating (scale 1.0 to 5.0):
- All Ten Responding Tribes: 1.9 / 1.8
- All Respondents: 2.6 / 2.8

Cities Included in County or Joint Local Organizations

Sixty-six (66) percent of responding cities included in county or other joint emergency management programs report having participated in county or regional training or exercises within the last two years.
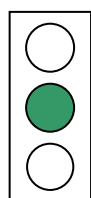
More than Capable

Capable

Less than Capable

Communication

Jurisdictions report effective communication between stakeholders and participating responders and agencies.

Established Procedures for Declaring a Disaster

Seventy-four (74) percent of responding jurisdictions report having established procedures to communicate with their chief elected or appointed official and other vital staff during a disaster. Fifty-two (52) percent report their chief elected or appointed official and other vital staff have been trained in the communication procedures and use of equipment.

Warnings to Vulnerable Citizens

Fewer than one in four responding jurisdictions report the capability to deliver disaster warnings to their most vulnerable residents, including those with hearing or vision impairments, non English-speaking or other special needs populations.

Public Education Program

Of all responding jurisdictions with populations over 20,000, 81 percent report having an emergency preparedness public education program, 24 percent of counties, cities and tribes with populations under 20,000 report having such a program.

Eighty-four (84) percent of all responding cities over 5,000, counties, and tribes report having an emergency management Public Information Office (PIO) to work with the media and respond to public inquiries during and after a disaster. Thirty-nine (39) percent of cities under 5,000 report having a PIO.

Communication and Alert Systems

Ninety-seven (97) percent of responding cities over 5,000 and counties report having a 24-hour communication system to send and receive disaster warnings and information to the State Emergency Management Division. Fifty-three (53) percent of cities under 5000 and tribes report having such a system.

Access to a 24-hour emergency alert system for local disasters is reported by 87 percent of responding cities over 5,000 and counties but only 54 percent of cities under 5000 and tribes. .

Eighty-seven (87) percent of responding cities with a population over 5,000 and counties report they have integrated local communication resources from the private sector or voluntary organizations for use during a disaster, such as Amateur Radio Emergency Services (ARES) or Radio Amateur Civil Emergency Services (RACES). Twenty-six (26) percent of cities under 5,000 and tribes report this type of integration.

Obstacles to Effective Communication

Respondents were asked to rate on a scale from 1 to 5 their greatest impediments to emergency management communications. For every type and size of jurisdiction the greatest reported obstacle was insufficient funding, with an average rating of 4.1. For responding cities, the second greatest reported impediment was a lack of trained staff

(3.4); for counties it was a lack of equipment (3.5). Other factors reported as significant obstacles were incompatible and obsolete equipment (3.2 each).

Respondents were less hindered by a lack of communication protocols or lack of coordination with other participants (2.5 each). The factor least cited as a hindrance to communications was a lack of command and control structure (2.2). Overall tribes rate these obstacles as greater impediments than cities and counties, but in a similar order.

Overall Ratings
Respondents were asked to rate on a scale from 1 to 5 the effectiveness of their emergency communication. Overall, cities with a population over 5,000 and all counties rate their emergency communications as "effective" (3.3). Cities with populations of 5,000 or under, and reporting tribes, rate their emergency communications "less than effective" (2.5). These results are illustrated in Figure H-13.

Communication

Overall, how would you rate the effectiveness of your jurisdiction's emergency communication?

Rating Scale
1 (Not at all) to 5 (Completely)

County Responses

City Responses

Tribe Responses
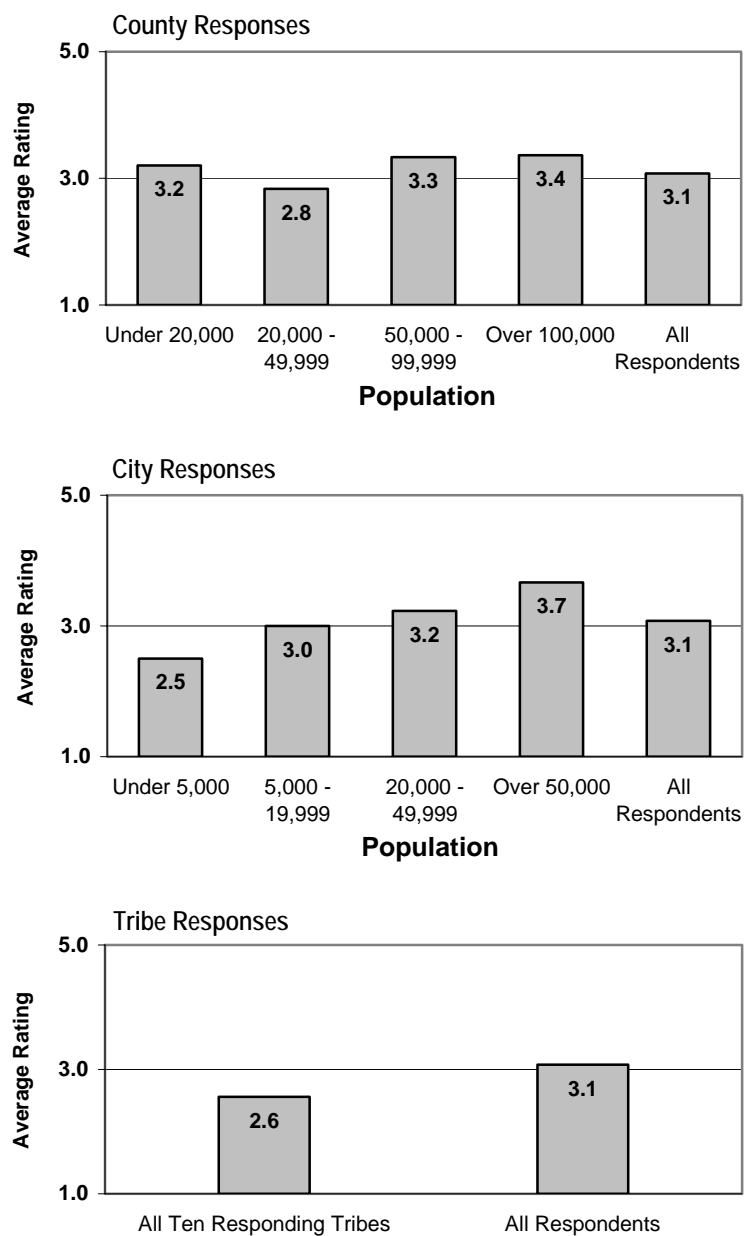
<u>Cities Included in County or Joint Local Organizations</u>
On average, responding cities included in county emergency management programs report being "more than satisfied" with their ability to communicate with their county (3.8 out of a possible 5.0) and with the communications received from their county (3.6 out of a possible 5.0).

Overall, cities that report being not at all or less than satisfied with communication with their county also report less confidence than their counterparts reporting greater levels of communication in overall preparedness, and lower levels of satisfaction with overall hazard identification, mitigation, planning, response, and recovery capabilities.

Respondent Profile

All 39 of Washington's counties and 53 of the 87 cities responsible for providing emergency management programs completed the survey. Breakdowns of these city respondents by population and regional homeland security coordination district are included in Figures H-14 and H-15 below.
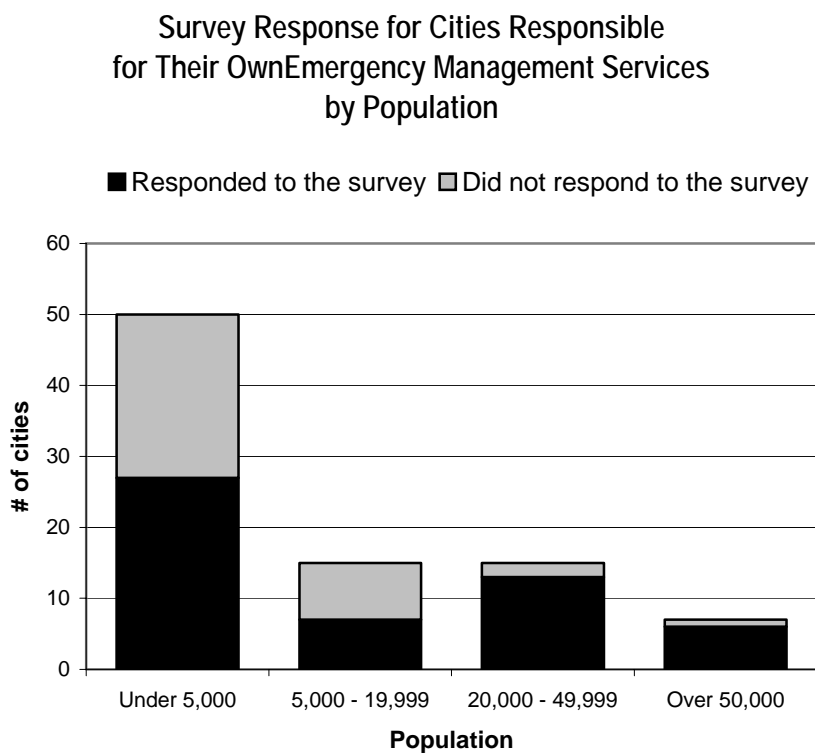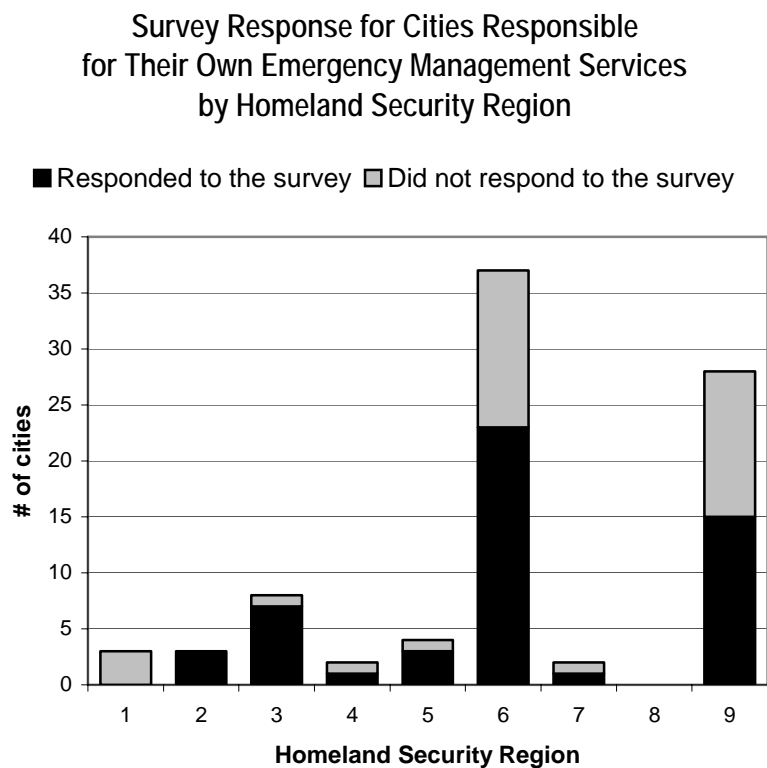
Figure H-14

Survey Response for Cities Responsible
for Their OwnEmergency Management Services
by Population

■ Responded to the survey ☐ Did not respond to the survey

Survey Response for Cities Responsible
for Their Own Emergency Management Services
by Homeland Security Region

■ Responded to the survey ☐ Did not respond to the survey

Ten (10) of the 29 recognized Indian tribes responded to the survey, as illustrated in Figures H-16 and H-17 below.

Figure H-16

Survey Response for Tribes
by Population

■ Responded to the survey ☐ Did not respond to the survey

Survey Response for Tribes
by Homeland Security Region

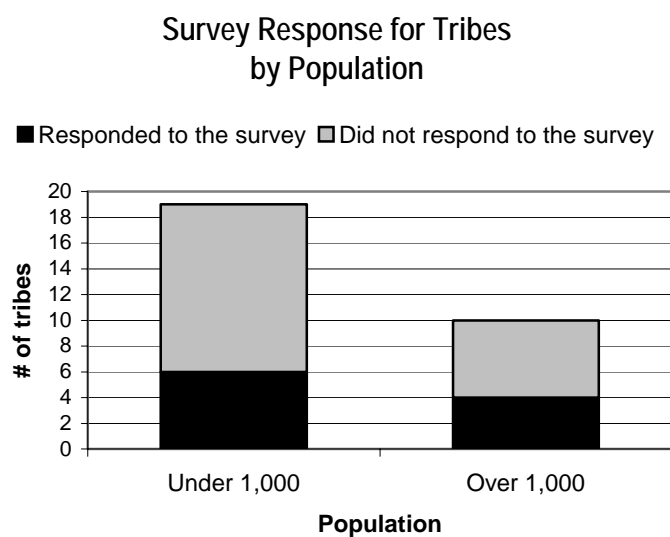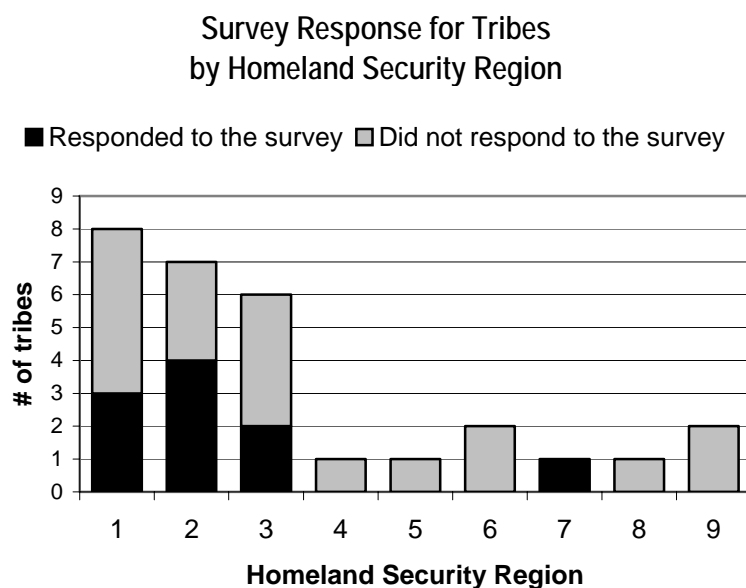■ Responded to the survey ▢ Did not respond to the survey

Homeland Security Region

One hundred twenty-nine (66%) of the 194 cities that are part of a joint local organization for emergency management responded to the survey. Breakdowns of these city respondents by population and regional homeland security coordination district are included in Figures H-18 and H-19 below.
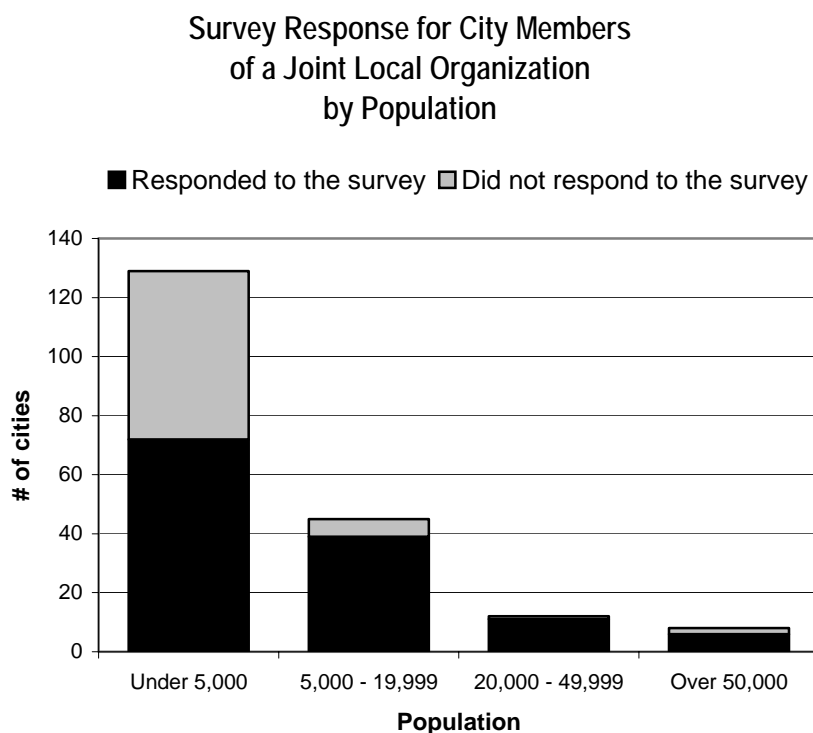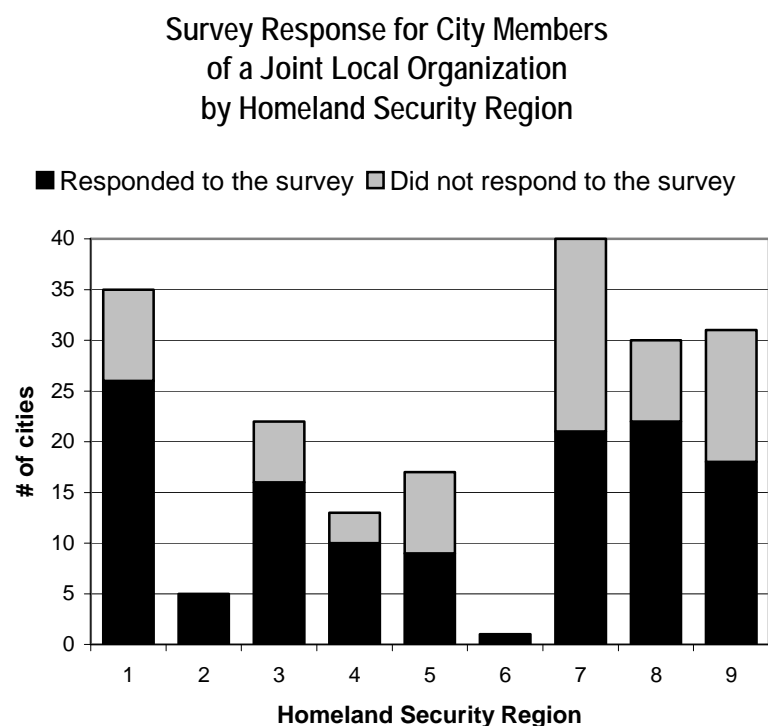
Figure H-18

Survey Response for City Members
of a Joint Local Organization
by Population

■ Responded to the survey ▢ Did not respond to the survey

Population

Figure H-19

Survey Response for City Members
of a Joint Local Organization
by Homeland Security Region

■ Responded to the survey ▢ Did not respond to the survey

Local Program Organization

The responsibility for emergency management is designated to a variety of disciplines in Washington's cities and counties. The most common disciplines include dedicated emergency management, public safety or law enforcement, fire protection, and general government such as an elected official or city or county administrator. Three counties and one city have delegated emergency management responsibility to public works, and in one county emergency management responsibilities reside within public health. County, city and tribal management organizations by jurisdiction population are illustrated in Figures H-20 through H-22.
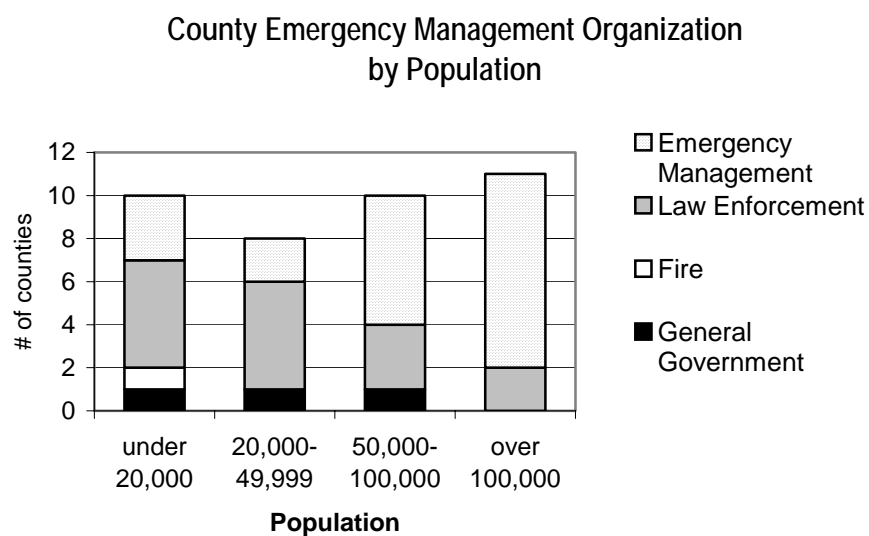
Figure H-20

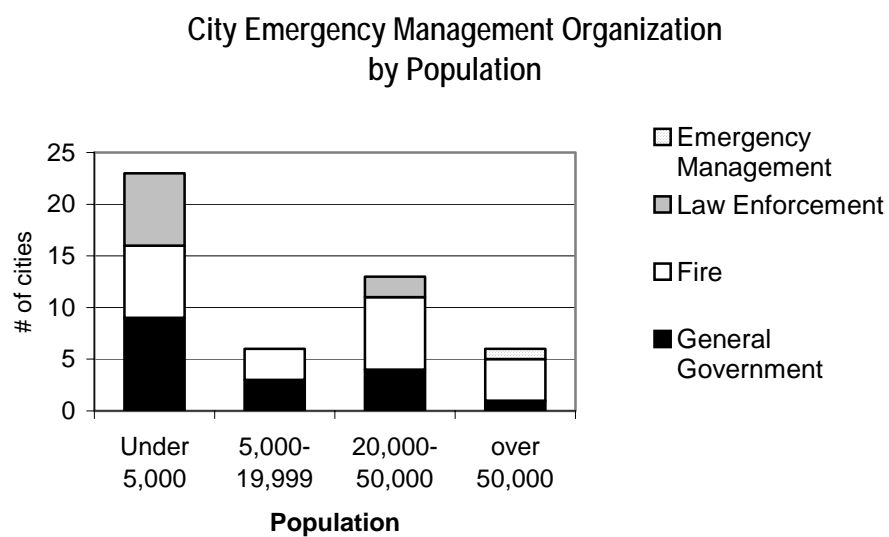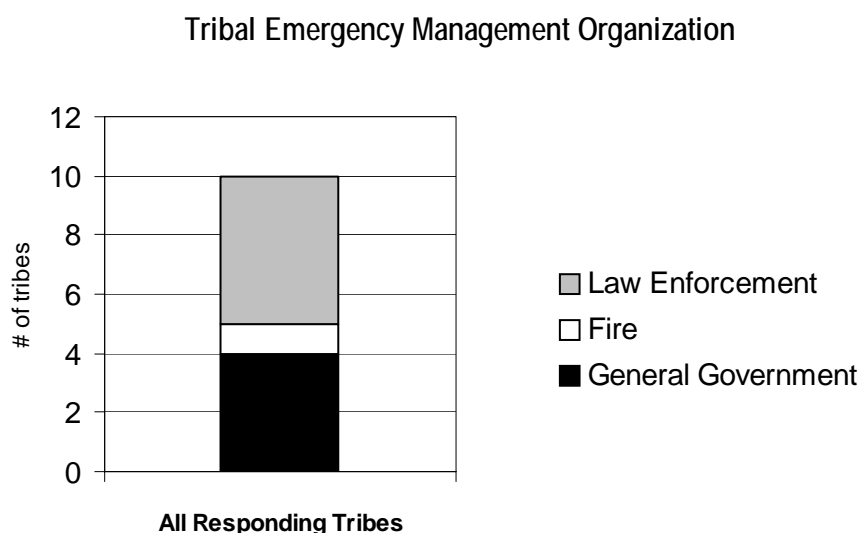## County Emergency Management Organization
by Population

Legend:
- □ Emergency Management
- ▨ Law Enforcement
- □ Fire
- ■ General Government

x-axis: Population (under 20,000; 20,000-49,999; 50,000-100,000; over 100,000)
y-axis: # of counties

Figure H-21

City Emergency Management Organization
by Population

Legend:
- □ Emergency Management
- ▨ Law Enforcement
- □ Fire
- ■ General Government

x-axis: Population (Under 5,000; 5,000-19,999; 20,000-50,000; over 50,000)
y-axis: # of cities

Tribal Emergency Management Organization

All Responding Tribes

Legend:
- ☐ (gray) Law Enforcement
- ☐ Fire
- ■ General Government

Average Amount of Time Dedicated by Program Director

The average amount of time dedicated by the designated emergency management director or day-to-day manager varies according to where the primary responsibility for emergency management resides within the city or county organization.

Approximately seven in every 10 responding counties but fewer than 10 percent of the 53 responding cities report having a director or day-to-day manager dedicated at least 80 percent to emergency management responsibilities. Fewer than 36 percent of responding cities report having a director or manager dedicating more than 10 percent of their time to emergency management responsibilities. The average percentage of time dedicated to emergency management responsibilities by county, city and tribes is illustrated in Figures H-23 through H-25.
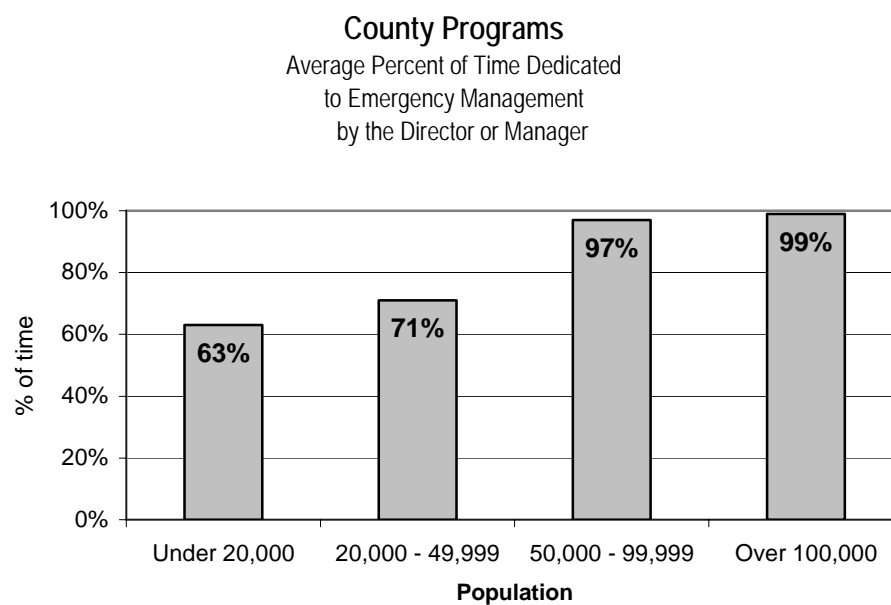
Figure H-23

County Programs

Average Percent of Time Dedicated
to Emergency Management
by the Director or Manager

Figure H-24

City Programs

Average Percent of Time Dedicated
to Emergency Management
by the Director or Manager

Figure H-25

Tribal Programs
Average Percent of Time Dedicated
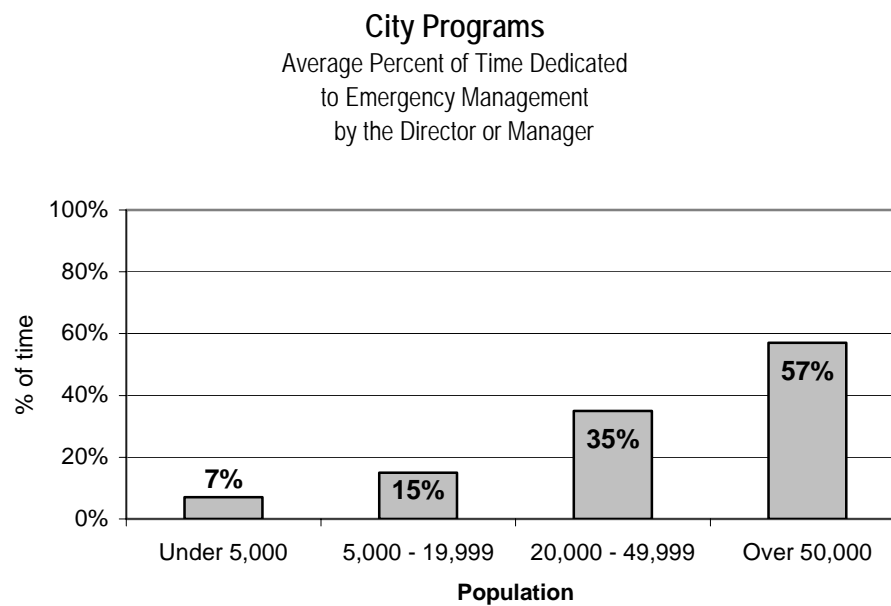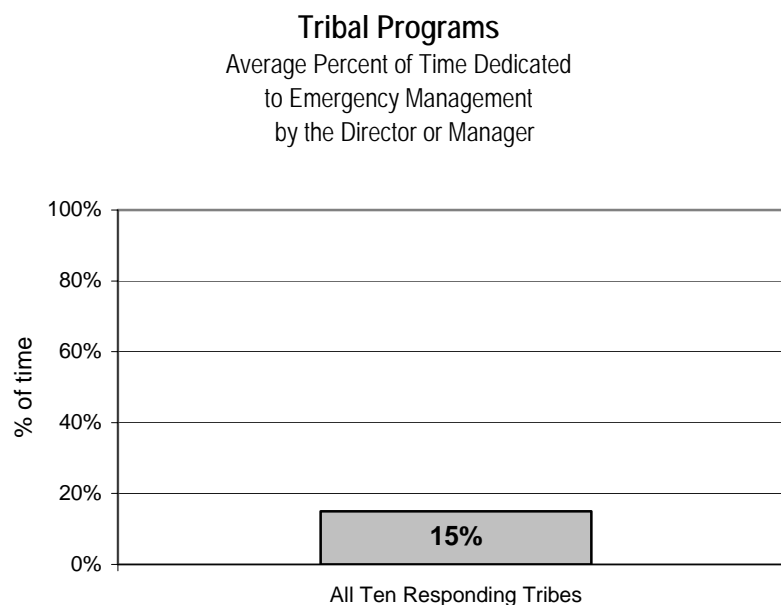to Emergency Management
by the Director or Manager

Staffing
The average county emergency management programs employ approximately three
staff persons, with half of these positions grant funded. The average population
served by each emergency management staff person ranges from about 4,000 up to
about 150,000. The average population served per staff member of all responding
jurisdictions is about 30,000.

Additionally, local emergency management programs rely upon volunteer resources.
The average local program has a large number of registered communication
volunteers. There are over 1,600 Amateur Radio Emergency Services (ARES) or
Radio Amateur Civil Emergency Services (RACES) communication volunteers working
with the responding jurisdictions.

Less than one-half of responding jurisdictions report having adequate staffing and
capability to apply for and administer grant resources.